

RECRUITER JOURNAL

The Army's professional recruiting publication since 1919

Volume 42, Issue 10

Celebrating its 70th anniversary

May 26, 1989

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The first video focuses on the daily performance review. It introduces three new types of DPR. "They allow station commanders more flexibility by showing commanders ways to tailor DPR to individual recruiter needs," she said. "We wanted to start with DPR because this is where the station commander establishes command and control of his or her recruiting station."

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Leadership and training are emphasized throughout the video because they are essential to a good DPR. "As the leader, you should be in control of DPR. You must set the standard, then enforce the standard. As the primary trainer of your recruiter, DPR is where you identify most of your recruiters' training needs," Conway explained.

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DPR video, should be a real help especially to newly assigned station commanders, according to Conway. Each block of the processing list is discussed in a real-life, one-on-one training situation (a battalion RTNCO training a station commander) and emphasizes a positive training experience.

"Portraying real-life situations seems to work well, so an actual DPR is demonstrated showing an intermediate DPR from beginning to end," Conway said. "The highlight of this segment depicts the station commander with his recruiter during DPR and the station commander on the road observing and training also. That's why the title of the series is *Station Commanders in Action*," she explained.

The new DPR video replaces the training segment *Station Commander Interface* now in the field. "I think station commanders will find the new DPR video informative, up-to-date and a positive training experience. The film is targeted to station commanders and future station commanders," she said.

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New criteria set for popular CSA awards

This June marks the beginning of the 7th cycle of the Chief of Staff of the Army (CSA) Recruiter of Excellence Association Award Program. The incentive program, begun in 1984, has remained popular and effective. Except for minor changes in the eligibility criteria, the program will run the same course this year.

The criteria for winning the CSA award for the cycle from June through September, 1989, are the toughest yet.

- Regular Army and USAR recruiters—mission box plus 200 percent GSA.
- Regular Army and USAR nurse recruiters—mission box plus 150 percent packet mission.
- Limited production station commanders—station mission box plus 150 percent GSA (RA and USAR).
- Company commanders, first sergeants and recruiter training NCOs—company mission box plus 120 percent GSA (RA and USAR).

The award for a first time winner is a CSA tie tack and certificate.

Repeat winners from previous fiscal year programs will receive the CSA tie tack and certificate plus a signed photograph of the CSA, and a letter from the CG.

A study of GSA production and DEP loss during the 1987 CSA cycle made by USAREC's Program Analysis and Evaluation Directorate in 1987 showed that the presence of the CSA Club was a significant incentive to recruiters overall.

Increased production among actual club members was statistically obvious. Less obvious but significant was the slight increase among non-winners during the same time frame. For each winner who actually received an award there were hundreds who almost made it and contributed to the increase in overall production.

As a result of these findings another supplemental award formerly called the CG Supplemental Award and since renamed the CG Recruiter of Excellence Association, was instituted to run concurrently with the CSA awards cycle.

CG award criteria for June through September FY 1989 include:

- Regular Army and USAR recruiters — mission box plus 160 percent of assigned GSA mission.
- Regular Army and USAR nurse recruiters — mission box plus 120 percent of assigned packet mission.
- Limited production station commanders — net mission box plus 130 percent of assigned GSA mission.
- Company commanders, first sergeants and recruiter training NCOs whose companies achieve net mission box plus 110 percent GSA mission for both their RA and USAR mission.

Winners of the CG Recruiter of Excellence Association will receive a USAREC Certificate of Achievement.

Both awards are also available to recruiters in the Transitional Training and Evaluation program who are on full production in RSM June and meet the criteria.



Talent Search

SSG Frank Sanchez and James Bauer pose after Bauer's graduation ceremony from Olde Mill High School. Bauer, the son of Betty Grossberg, public affairs specialist for 1st Brigade, joined to be an armorer at Fort Ord, Calif. Sanchez, station commander at Glen Burnie, Baltimore Battalion, emphasizes face-to-face prospecting as an important tool in making mission. For more on finding the Army's future talent, see page 4. (Photo by Betty Grossberg)

Inside Information:

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3

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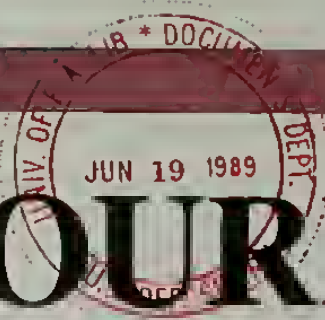
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Gold Badge Recruiter
Pomona (Calif.) Recruiting Station
Los Angeles Battalion

I feel that the Army Reserve is a great program for young people who need some extra money for bills or for college. It's easy to stay motivated when I know I have a great product to offer.

Question: How do you keep yourself motivated?



SFC Daniel L. Hansen
Gold Badge Station Commander
Portage (Ind.) Recruiting Station
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Each individual is different. Personally, I review my weekly or monthly goals and try to assess what part of those goals I can accomplish today. Self-motivation is an ongoing process. There are numerous daily situations that may adversely affect your motivation. You have to key in on positive things and they will generally take care of the negative. There's always someone in a less desirable situation. Give 'em a hand; it's always a pick-me-up no matter how difficult things are.



SFC Antonio Ayala Jr.
Gold Badge Station Commander
Hollywood (Fla.) Recruiting Station
Miami Battalion

I'm naturally energized with enthusiasm because I believe in what I do. I maintain my energy level by frequently making changes within my immediate environment. I don't keep a routine because routines get old. I treat recruiting like department stores treat their sales. Every month there is a reason and a purpose for joining the Army. Lastly, my "destiny" is to be successful.



SSG Earl C. Clow
Gold Badge Station Commander
Houma (La.) Recruiting Station
New Orleans Battalion

I get satisfaction from helping future soldiers get their initial start. In the four years I have spent in recruiting, I've yet to have one person come back and tell me they haven't benefited from the experience. A review of some of the cards and letters from those I've put in the Army is probably one of the biggest motivators I have to keep myself at peak out here in recruiting.

Command Call



MG Thomas P. Carney and CSM Raymon P. White. (Photo by SGT Victor Dunker)

Don't Confront Them

Question: Some anti-military people have been putting their literature in our RPI rack at my high school. What should I do?

CSM White: Remove it and tell the principal. Don't confront them. That's what they want. If someone wants publicity at your expense, the smartest thing you can do is deny them that publicity.

Prospect Outside Box

Question: Why am I required to prospect outside my mission box? If I don't have a mission for a woman, why do I have to work the female market?

MG Carney: Three reasons: If you don't stay active in the female market, it will be difficult to work when you do have a mission requirement. The female mission is very high this year. And the processing cycle for women is not as predictable as it is for men. You can't rely on T-2 and so on. Stay with it.

Offering Incentives

Question: Why have we started offering incentives to IIIBs?

CSM White: Until recently, all our incentives were for IIIA grads. That strategy has served us well in this decade. But, the Army needs lots of IIIBs too, and we couldn't offer them anything except the basic Montgomery GI Bill and skill training. In today's

competitive environment for young people, we needed more. So we began offering pinpoint station of choice assignments for IIIBs in certain MOSs, enlistment bonuses in over 45 MOSs and a \$1,500 IIIB early shipper bonus. That should help you.

Recruiters Catch On

Question: I find that the DEP E-2 promotion incentive has really worked well for me. I wish other recruiters would catch on.

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See You Later

Question: For my company training, they brought us together, slipped in the Willis tapes and said "See you later." Isn't something missing here?

CSM White: There sure is. That's not the way it's done. The tapes are in segments so that specific training needs can be addressed. Someone has to facilitate; that's a training word for start a discussion about what people learned from the tape. Let's do our training the right way.

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Referral program starts

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Under a six-month pilot program that began May 1, the 4th Brigade and the Region V Job Corps have entered into a joint referral program—meant to produce quality referrals for both parties—according to Recruiting Operations, USAREC.

The agreement requires the brigade to refer disqualified Army applicants to Job Corps agencies located within the region. In turn, the Job Corps will encourage the referrals from the Army to enter the Job Corps programs to acquire the necessary training to meet Army enlistment standards. Upon completion of the Job Corps' prescribed training, corps members will be referred back to the local Army recruiter for possible enlistment.

USAREC benefits from this agreement by having the opportunity to reconsider previously disqualified applicants, in addition to prospecting other interested and qualified applicants referred by the Job Corps.

The joint program will focus on Army applicants disqualified for not meeting weight standards, not

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scoring high enough on the Armed Services Vocational Aptitude Battery and on applicants disqualified for substance abuse.

The Job Corps, a government-funded vocational training and basic education program, will use substance intervention, weight reduction and basic skills development programs already in place to help disqualified Army applicants.

Under the agreement, however, Job Corps must ensure that participating corps members are not misled to believe they will automatically be eligible for Army enlistment upon completion of the remedial programs.

The program actively begins as recruiters discuss local Job Corps opportunities with disqualified Army applicants. Recruiters recommend that applicants consider enrolling in the Job Corps as a viable skill acquisition and training option. Interested applicants are given Job Corps pre-addressed referral tear cards to complete. The card is mailed by the local recruiting station.

The command has provided the Region V Job Corps with Army occupational and enlistment qualification information to help Job Corps agencies refer only qualified applicants to local Army recruiters. The Job Corps will refer not only previously disqualified applicants who have gone through remedial training, but also other interested corps members.

The Job Corps has surveyed their population and started referring interested and qualified prospects to Army recruiters since the program began May 1.

The Job Corps and its contracted placement agencies have agreed to actively encourage corps members to consider the Army as a career option. Job Corps placement agencies offer space for Army promotional displays and allow recruiters space to interview prospects.

USAREC's advertising directorate and the Region V Job Corps are producing an informational brochure to be given by recruiters to disqualified applicants. The brochure will promote the "partnership" between the Army and Job Corps.

A reporting system within the 4th Brigade will be used to evaluate the pilot program for possible command-wide implementation. The pilot program will run through Oct. 31, 1989. ■

Old Guard 11B goes home on new HRAP

The first soldier to take part in the Army's new Hometown Recruiter Assistance Program is a member of the Old Guard in Fort Meyer, Va. PFC Patrick B. Mahnke returned to his hometown of Painesville, Ohio, shortly after winning the Military District of Washington Soldier of the Quarter competition.

Mahnke read about the Army's new HRAP in the *Army Times*. After winning the 3rd U.S. Infantry Division soldier of the month and quarter competitions, his platoon sergeant encouraged him to take part in the program. "I didn't think it was going to be this hard," Mahnke said after getting a brief taste of recruiting.

"People reacted well to my coming home in uniform," said Mahnke. He got a lot of stares and even a whistle. Mahnke has contacted about 10 people and has six or seven more appointments. "I think it's a great program, and I'm trying to get some positive results," he said.

"A lot of my old classmates have 'cold feet.' They're satisfied doing what they're doing. But, I have a couple of positive leads going, and I'm talking to them.

"I ask them what they want in the future. Usually, they say college. So I tell them to consider the Army as a big college. I explain that they'll learn more and more about their MOS and that the harder they work the more they will earn. I tell them about the good times, but I also tell them that it's not easy," Mahnke said.

Mahnke, an 11B, joined the Army to avoid working nine to five in a machine shop, to earn money for college and to travel.

The original HRAP was discontinued in 1986 because of lack of funding. That HRAP, similar to those conducted in the other services, sent new soldiers fresh from basic training and AIT back to their hometowns to act as recruiter aides. During this time they worked with the local recruiter in or near their hometown, contacting high school graduates, those about to graduate and other potential candidates.

The new HRAP will last a maximum of 16 days, compared to the old HRAP which lasted up to 45 days. The new length of HRAP is similar to the Navy's "no-cost" program, which is voluntary and lasts only 12 days. The Navy's program grants administrative leave to the hometown recruiters' aides and does not pay for any costs incurred by the service member.

In order to take part in the Army's new HRAP, soldiers must have gone before a board and won soldier of the month, quarter or cycle. They must have won at battalion level or higher and they must have won within the last six months. Soldiers must also be 25 years old or younger to participate in the new HRAP.

A blitz pushes recruiters to the brink

CSM Ron Banks, 5th Brigade

The cyclical end-of-month blitz pushes many battalions to the brink at the close of every recruit-ship month. We can end this seemingly perpetual problem.

At every level, standards are not enforced and this causes the last-minute surge. We don't really start to pick up the pace until the third week, and then we go like crazy. At the end of the recruiting month, we have a tendency to step back to catch our breath.

We're guilty of doing very little prospecting the first week. We think about it the second week. And we start getting serious the third week. Then, here comes that hectic fourth week once again.

Until we say to ourselves, "We are going to enforce



PFC Patrick B. Mahnke (Photo by Perry Edelbergs)

The program is voluntary and all expenses are incurred by the soldier. Therefore, participants are "missioned," they need only work 24 hours a week and they may request to return to their parent unit at any time.

USAREC's Chief of Staff COL Frank S. Reed stipulated that recruiter aides will not serve as "gophers." They shouldn't be doing tasks such as police checks or driving applicants to the MEPS. They're there to assist the recruiters solely in identifying contacts.

According to USAREC Recruiting Operations, the theory behind HRAP is that a "hometown boy" is in

'I didn't think it was going to be this hard—a lot of my old classmates have cold feet'

powerful position to recruit his own classmates and neighbors. He has credibility, trust and contacts. When on temporary duty recruiter aides are directed to:

- Contact old classmates
- Visit 2- and 4-year colleges for lists of students from their old high school
- Attend homecomings and class reunions in uniform
- Talk to parents, businesses and community leaders about the Army
- Visit old teachers, coaches and administrators in the high school to obtain leads on new seniors as well as graduated classmates
- Wear the uniform to as many events as possible

SSG Michael Wolf, a recruiter in Painesville, Ohio, says Mahnke is doing well. Wolf, who was also a hometown recruiter shortly after his basic training, thinks it's an outstanding program. "It's a good asset to recruiters to have someone young who can talk face-to-face with applicants and relate to applicants," he said.

the standards every day of the work week and every day of the recruiting month," we will always be in this mode.

We simply must retrain ourselves to enforce the standards from day one of the recruiting month. And, yes, it is possible to remain in a front-load mode, with static making mission by the third week of the month. This gives them the rest of that month to work toward the next one. Done consistently, the quality of life here would be tremendous.

Unfortunately, most of our young recruiters have never been exposed to the front-load mode consistently. They don't know how much better it can be. Once we get the front loaded, making mission box by around the 18th of every month, it will become a quick habit. It works, but it takes a revamp of the mind set. Do it early and stop that end-of-month blitz.

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The first soldier to take part in the Army's new Hometown Recruiter Assistance Program is a member of the Old Guard in Fort Meyer, Va. PFC Patrick B. Mahnke returned to his hometown of Painesville, Ohio, shortly after winning the Military District of Washington Soldier of the Quarter competition.

Mahnke read about the Army's new HRAP in the *Army Times*. After winning the 3rd U.S. Infantry Division soldier of the month and quarter competitions, his platoon sergeant encouraged him to take part in the program. "I didn't think it was going to be this hard," Mahnke said after getting a brief taste of recruiting.

"People reacted well to my coming home in uniform," said Mahnke. He got a lot of stares and even a whistle. Mahnke has contacted about 10 people and has six or seven more appointments. "I think it's a great program, and I'm trying to get some positive results," he said.

"A lot of my old classmates have 'cold feet.' They're satisfied doing what they're doing. But, I have a couple of positive leads going, and I'm talking to them.

"I ask them what they want in the future. Usually, they say college. So I tell them to consider the Army as a big college. I explain that they'll learn more and more about their MOS and that the harder they work the more they will earn. I tell them about the good times, but I also tell them that it's not easy," Mahnke said.

Mahnke, an 11B, joined the Army to avoid working nine to five in a machine shop, to earn money for college and to travel.

The original HRAP was discontinued in 1986 because of lack of funding. That HRAP, similar to those conducted in the other services, sent new soldiers fresh from basic training and AIT back to their hometowns to act as recruiter aides. During this time they worked with the local recruiter in or near their hometown, contacting high school graduates, those about to graduate and other potential candidates.

The new HRAP will last a maximum of 16 days, compared to the old HRAP which lasted up to 45 days. The new length of HRAP is similar to the Navy's "no-cost" program, which is voluntary and lasts only 12 days. The Navy's program grants administrative leave to the hometown recruiters' aides and does not pay for any costs incurred by the service member.

In order to take part in the Army's new HRAP, soldiers must have gone before a board and won soldier of the month, quarter or cycle. They must have won at battalion level or higher and they must have won within the last six months. Soldiers must also be 25 years old or younger to participate in the new HRAP.

A blitz pushes recruiters to the brink

CSM Ron Banks, 5th Brigade

The cyclical end-of-month blitz pushes many battalions to the brink at the close of every recruit-ship month. We can end this seemingly perpetual problem.

At every level, standards are not enforced and this causes the last-minute surge. We don't really start to pick up the pace until the third week, and then we go like crazy. At the end of the recruiting month, we have a tendency to step back to catch our breath.

We're guilty of doing very little prospecting the first week. We think about it the second week. And we start getting serious the third week. Then, here comes that hectic fourth week once again.

Until we say to ourselves, "We are going to enforce



PFC Patrick B. Mahnke (Photo by Perry Edelbergs)

The program is voluntary and all expenses are incurred by the soldier. Therefore, participants are not "missioned," they need only work 24 hours a week and they may request to return to their parent unit at any time.

USAREC's Chief of Staff COL Frank S. Reece stipulated that recruiter aides will not serve as "gophers." They shouldn't be doing tasks such as police checks or driving applicants to the MEPS. They're there to assist the recruiters solely in identifying contacts.

According to USAREC Recruiting Operations, the theory behind HRAP is that a "hometown boy" is in a

'I didn't think it was going to be this hard—a lot of my old classmates have cold feet'

powerful position to recruit his own classmates and neighbors. He has credibility, trust and contacts. While on temporary duty recruiter aides are directed to:

- Contact old classmates
- Visit 2- and 4-year colleges for lists of students from their old high school
- Attend homecomings and class reunions in uniform
- Talk to parents, businesses and community leaders about the Army
- Visit old teachers, coaches and administrators in the high school to obtain leads on new seniors as well as graduated classmates
- Wear the uniform to as many events as possible

SSG Michael Wolf, a recruiter in Painesville, thinks Mahnke is doing well. Wolf, who was also a hometown recruiter shortly after his basic training, thinks it's an outstanding program. "It's a good asset to recruiters to have someone young who can talk face-to-face with and relate to applicants," he said.

the standards every day of the work week and every day of the recruiting month," we will always be in this mode.

We simply must retrain ourselves to enforce those standards from day one of the recruiting month. And, yes, it is possible to remain in a front-load mode, with stations making mission by the third week of the month. This gives them the rest of that month to work toward the next one. Done consistently, the quality of life here would be tremendous.

Unfortunately, most of our young recruiters have never been exposed to the front-load mode consistently. They don't know how much better it can be. Once we get them front loaded, making mission box by around the 18th of every month, it will become a quick habit. It works, but it takes a revamp of the mind set. Do it early and stop that end-of-month blitz.



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Last night was a rough one! It took until 8:30 in the evening to make three appointments. I spent six hours telephone canvassing yesterday. And to get that last appointment, I really had to stretch. That guy wasn't interested in talking to me about the Army, but I forced him to make the appointment. I hope he doesn't cancel or just not show.

Well, that was yesterday; today's a new day. It's already 9 a.m. and I've had several cups of coffee. My station commander will want to do my DPR in a few minutes so I had better get my stuff together. I need to look at my time management plan for today, since I was too tired to look at it last night.

There's nothing scheduled except the one appointment that will probably cancel. No problem, I'll fix it. From 8 to 10 a.m., I'll put down "admin time and DPR," from 10 a.m. to noon, "telephone canvassing," noon to 1 p.m., "lunch," 1 to 3 p.m., "face-to-face prospecting," and from 3 to 6 p.m., I'll do more telephone prospecting. That will satisfy the station commander and I'll figure out what I'm going to do later.

CSM Raymon P. White

How often have you done that? How often does your daily plan look like that? You're only sure of two things—telephone prospecting and conducting appointments for the day.

This is not an article about time management. You've already heard, "manage your time, don't let your time manage you." That's true, but I want to discuss prospecting—one of the important things you do.

If you've fallen into the trap of doing only two things every day—making appointments on the telephone and conducting them—you're already in trouble. And hoping for a walk-in isn't going to get you out of trouble.

To get out of trouble, recognize the problem and begin prospecting with a plan. Well-planned prospecting will increase the quantity and quality of prospects moving through your sales cycle and your daily plan will evolve naturally in the process.

While no one can argue that the telephone is one of the most valuable tools you have, where does all this emphasis on telephone prospecting leave face-to-face prospecting? Is face-to-face prospecting becoming a lost art? Is it used only by the infamous "hip pocket" recruiter of days past? Or can it be a tool that any recruiter can use to generate leads, get contracts and make mission box?

How much true face-to-face prospecting are you doing and how many contracts result from it? If the answer is "not much" and "not many," it leads to only one conclusion. You need to re-evaluate your prospecting plan and techniques.

To get contracts with face-to-face prospecting, plan it and do it. And have a measurable objective. What measurement? The contracts written as a result of face-to-face prospecting. Any other measurement of success wrongly places the emphasis. Appointments made and conducted just to satisfy PMS requirements are a waste of time. The focus must be on the contract.

I've outlined a "precall plan" to face-to-face prospecting. I specifically address high school diploma graduate (HSDG) prospecting, but it can easily be adapted to any mission box category. Use this to make a checklist of significant points for your own precall plan.

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Let's take each step and look at what can be preplanned to make the actual face-to-face call as effective as possible.

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Developing a list of prospects, the first step in the precall plan, takes your creative imagination since no one knows your recruiting area as well as you do. But, try brainstorming this step with your station commander for an added point of view. Then come up with specific objectives.

Consider which prospects you can visit at home (housecalls), where your HSDG males "hang out," where

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ADMIT

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If the react or LRL is a rural route, look in the phone book, check the cross directory or go by the post office and ask for the location of the house. If they're not at home, ask where they're working or going to school and, if possible, try there.

Set a reasonable objective (perhaps 8 to 10 housecalls daily) and stick to it unless absolutely impossible. Don't give up until you find them.

Market "hang outs"

Explore your area; identify the "hot spots" and what time they are hot. Work it into your schedule to visit one "hot spot" each day at the appropriate time. Try some of the following areas: athletic events, shopping centers, fast food restaurants, arcades, beaches, college and local libraries, bookstores, sporting goods stores, employment agencies, service stations, craft shops, computer stores and clubs, YMCA/YWCA, parks and lakes.

Though it may take time to identify productive areas, start now and stick with it. Post advertising and RPIs in all of the hot spots and make a note in your planning guide on where and how many RPIs you posted. (It's even a good idea to keep a large index card with a list of locations you posted with RPIs, posters or take-one racks and the last time you resupplied them.) Check back to see how many were taken and you will have an idea of which areas are the most active and potentially the most productive. Increase your visits to those places.

Who can provide you with leads?

Again, you're limited only by your imagination. Learn as much as possible about the people in your area. How many go to college? How many work? How many are in vocational school? Screen the LRL to find out what seniors do after graduating from high school.

Ask yourself who else can give you leads. Consider the following sources, but continue to ask yourself, "who else?" Try colleges, business schools, vocational schools, service industries, unemployment offices and other service recruiters.

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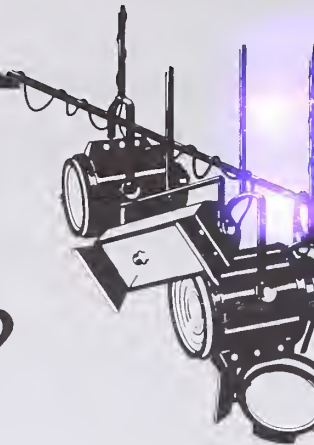
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Close for appointment

Preparing your close to get the appointment is the last step in developing a precall plan. Be prepared to conduct the appointment immediately and know in your own mind when "you" want to schedule the appointment.

Have your planning guide with you. Use the two-column close. Determine transportation needs and ask for a referral.

Precall plans, well developed, mean more appointments that lead to contracts. Make a checklist from the hints and tips offered here and use it. Plan your prospecting conduct your prospecting thoroughly and make your mission.

Face-to-face prospecting is like fishing, you know where the best places are to go and how to get the most out of your time or you can "troll" by wandering around aimlessly without a specific objective or hoping to "snag" someone.

If you have a specific plan that has been successful, share it with us, but above all, share it with your fellow NCOs and recruiters so that we may all enjoy success.



computer schools and all other similar vo-tech schools. (Look in the yellow pages for a listing of these schools.)

Many of your recent grads are in entry-level positions in service industries—fast food, shopping malls and gas stations. Develop managers into COIs. Visit these managers, introduce yourself and ask for their support by allowing you to leave an RPI rack or poster in their store. Don't think you must go there on the pretense of eating or getting gas; go to see the manager. Ask for names, addresses and telephone numbers of applicants the manager hasn't hired.

Establish rapport with unemployment officers. Ask to set up displays and take-one racks. Work leads and report the disposition back to the unemployment office.

Develop COIs. Simply put, win the hearts and minds of your community. How? Use your battalion commander, executive officer, S-3, company commander, A&PA chief and yourself to conduct presentations to civic organizations in your community. These organizations are filled with community leaders who sit on city councils, school boards and faculties.

This is a step in developing trust and goodwill within the community. Call it your COI program or civil-affairs program—win their support. These organizations—Jaycess, Lions, Kiwanis, Rotary, VFW, American Legion, chamber of commerce and others—are always looking for great speakers.

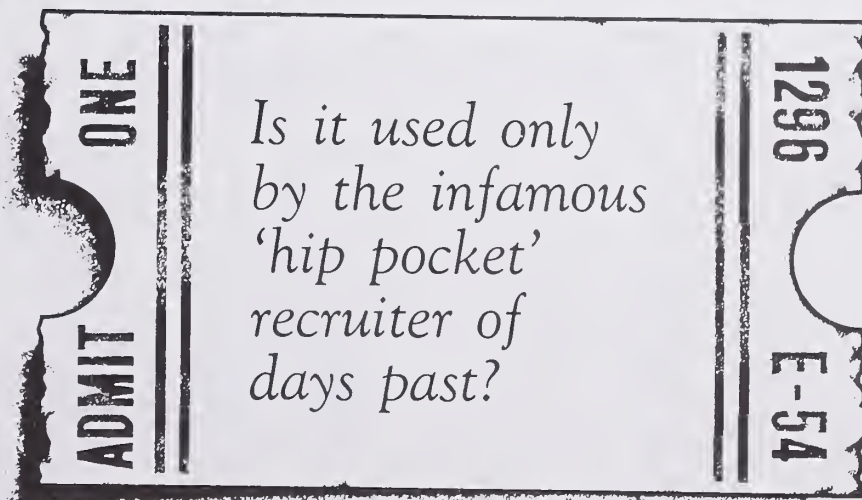
Follow up on RA and Reserve enlistees who are back from their individual training and ask for referrals. Most return excited and enthusiastic about their enlistment and training. They make great COIs. Remember, service what you sell!

Map out your plan

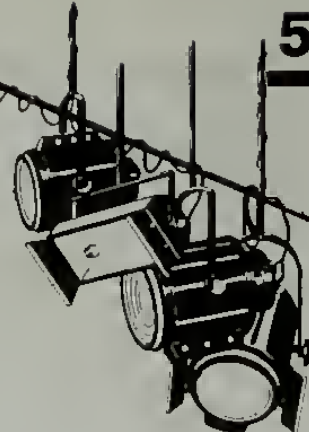
Your next step is to map out your plan. Use a street map to conserve time and energy. Cluster your calls in an area to make a maximum number of calls in a minimum amount of time. Actually map it out call by call. Consider how these fit into the scheme of your day's plan. Schedule appointments before and after your allotted face-to-face prospecting time.

Remember to develop your prospecting list, keeping in mind the best time for seeing applicants and visiting merchants or COIs.

If it's a visit to a COI/VIP businessman, don't expect him to be in the office before or after normal business hours and don't spend too much time if you are hitting him at the height of his busy day. Sometimes ask the



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Preparing your close to get the appointment is the final step in developing a precall plan. Be prepared to conduct the appointment immediately and know in your own mind when "you" want to schedule the appointment.

Have your planning guide with you. Use the two-choice close. Determine transportation needs and ask for a referral.

Precall plans, well developed, mean more appointments that lead to contracts. Make a checklist from the hints and tips offered here and use it. Plan your prospecting, conduct your prospecting thoroughly and make the mission.

Face-to-face prospecting is like fishing, you either know where the best places are to go and how to get the most out of your time or you can "troll" by wandering around aimlessly without a specific objective or plan, hoping to "snag" someone.

If you have a specific plan that has been successful, share it with us, but above all, share it with your fellow NCOs and recruiters so that we may all enjoy your success. ■

computer schools and all other similar vo-tech schools. (Look in the yellow pages for a listing of these schools.)

Many of your recent grads are in entry-level positions in service industries—fast food, shopping malls and gas stations. Develop managers into COIs. Visit these managers, introduce yourself and ask for their support by allowing you to leave an RPI rack or poster in their store. Don't think you must go there on the pretense of eating or getting gas; go to see the manager. Ask for names, addresses and telephone numbers of applicants the manager hasn't hired.

Establish rapport with unemployment officers. Ask to set up displays and take-one racks. Work leads and report the disposition back to the unemployment office.

Develop COIs. Simply put, win the hearts and minds of your community. How? Use your battalion commander, executive officer, S-3, company commander, A&PA chief and yourself to conduct presentations to civic organizations in your community. These organizations are filled with community leaders who sit on city councils, school boards and faculties.

This is a step in developing trust and goodwill within the community. Call it your COI program or civil-affairs program—win their support. These organizations—Jaycees, Lions, Kiwanis, Rotary, VFW, American Legion, chamber of commerce and others—are always looking for great speakers.

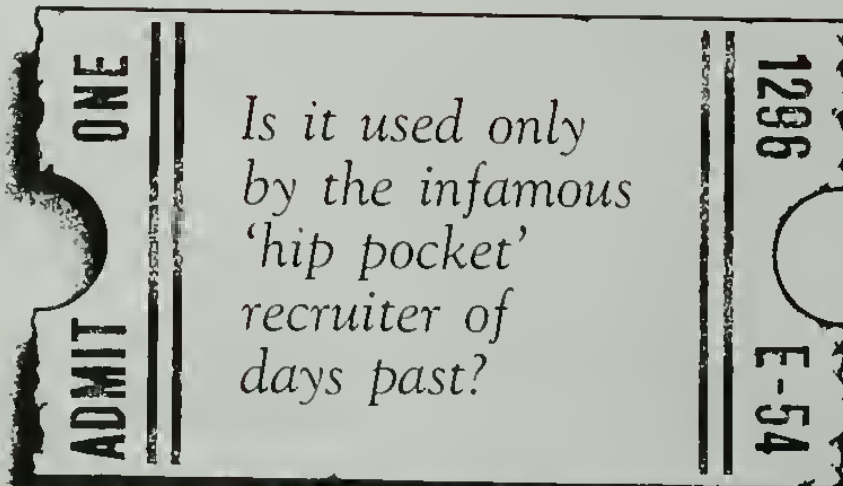
Follow up on RA and Reserve enlistees who are back from their individual training and ask for referrals. Most return excited and enthusiastic about their enlistment and training. They make great COIs. Remember, service what you sell!

Map out your plan

Your next step is to map out your plan. Use a street map to conserve time and energy. Cluster your calls in an area to make a maximum number of calls in a minimum amount of time. Actually map it out call by call. Consider how these fit into the scheme of your day's plan. Schedule appointments before and after your allotted face-to-face prospecting time.

Remember to develop your prospecting list, keeping in mind the best time for seeing applicants and visiting merchants or COIs.

If it's a visit to a COI/VIP businessman, don't expect him to be in the office before or after normal business hours and don't spend too much time if you are hitting him at the height of his busy day. Sometimes ask the



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"In order to make the *Recruiter Journal* better, you must first tell about some of the bad things, along with some of the good. And by doing this you can find a way to make the bad good and make the good better."

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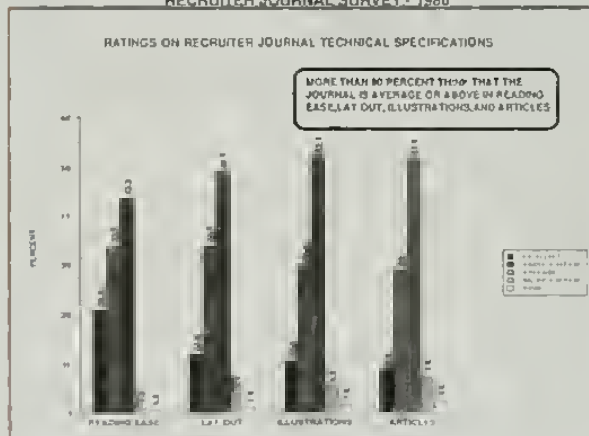
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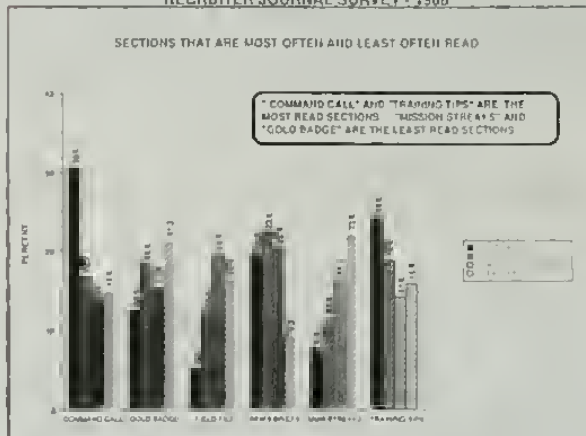
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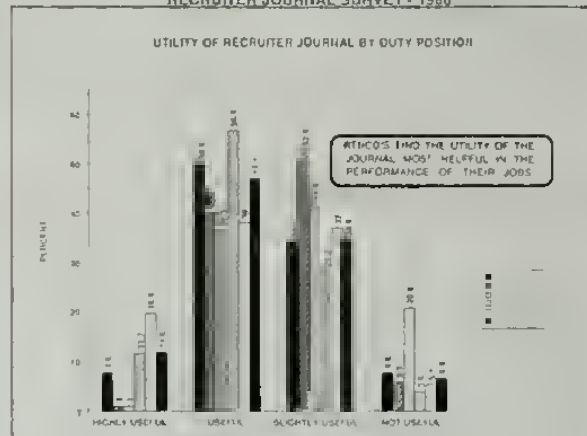
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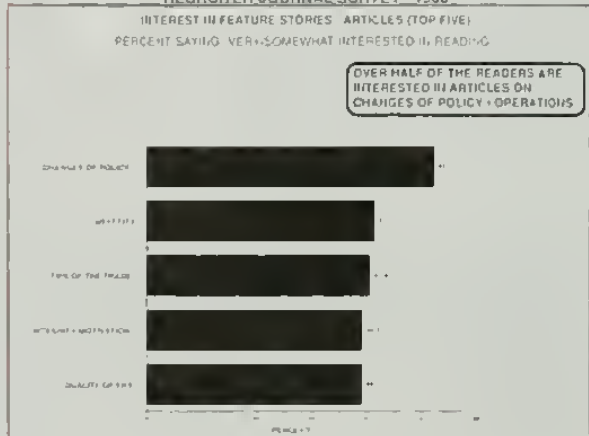
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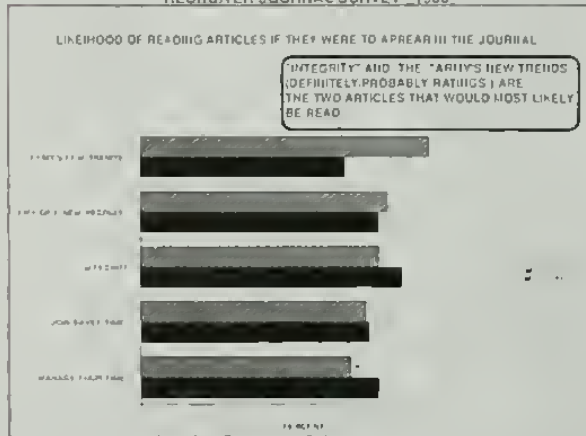
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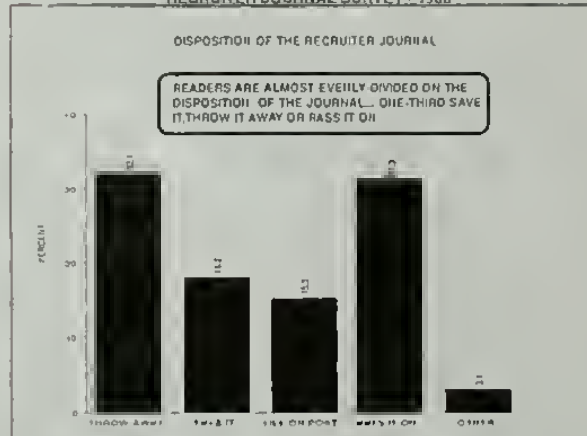
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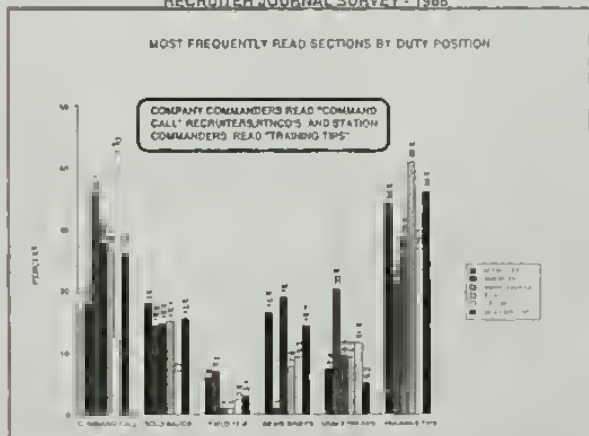
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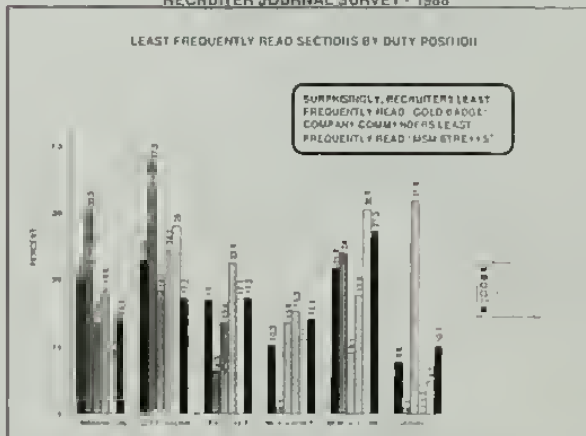
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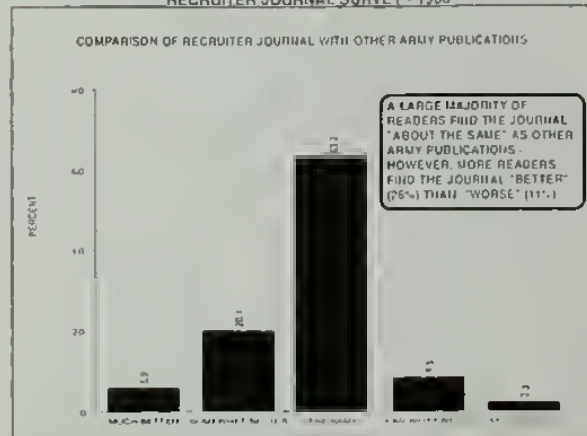
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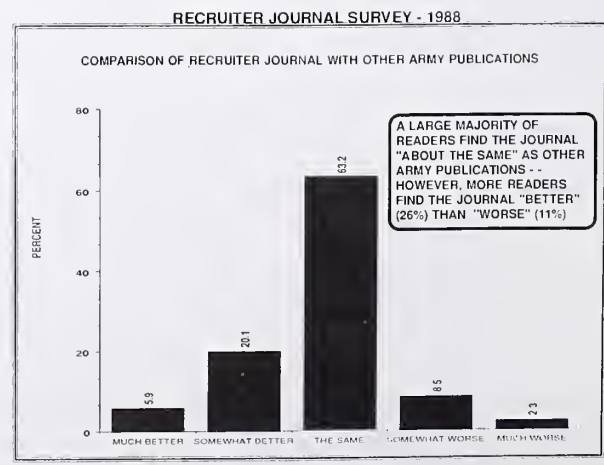
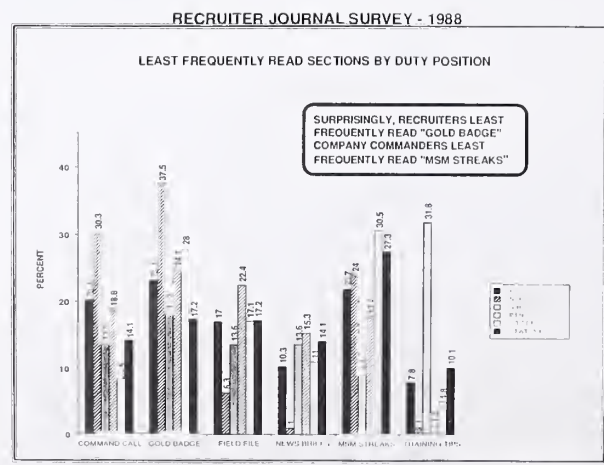
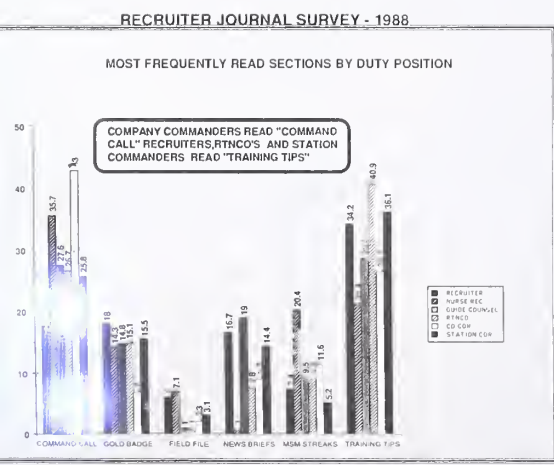
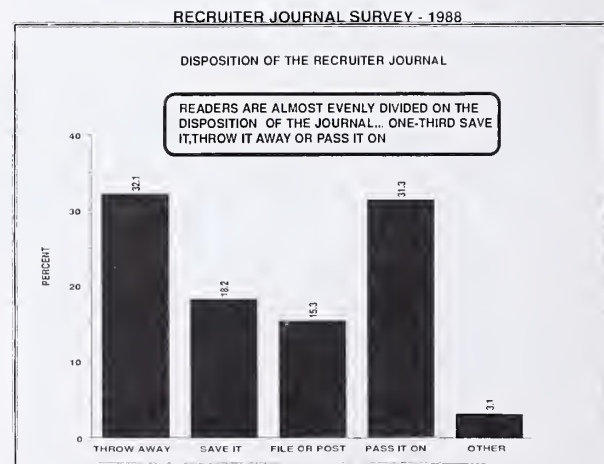
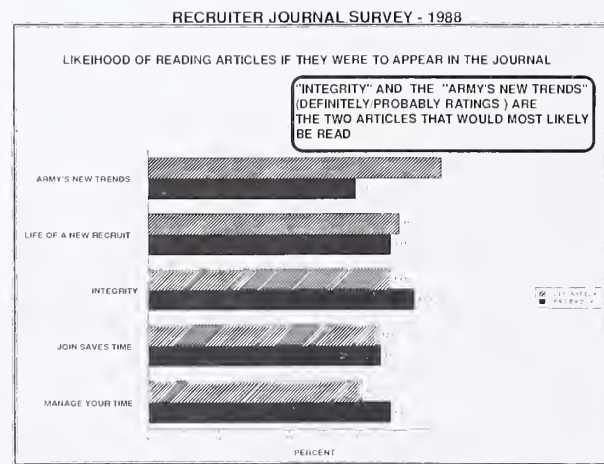
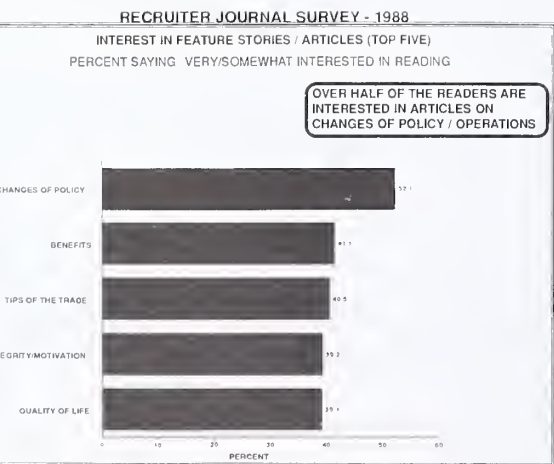
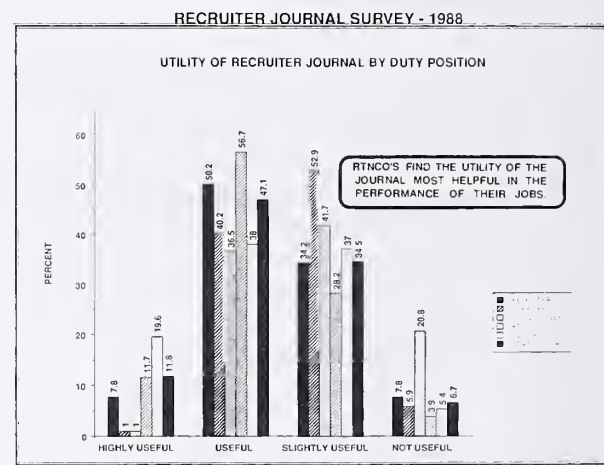
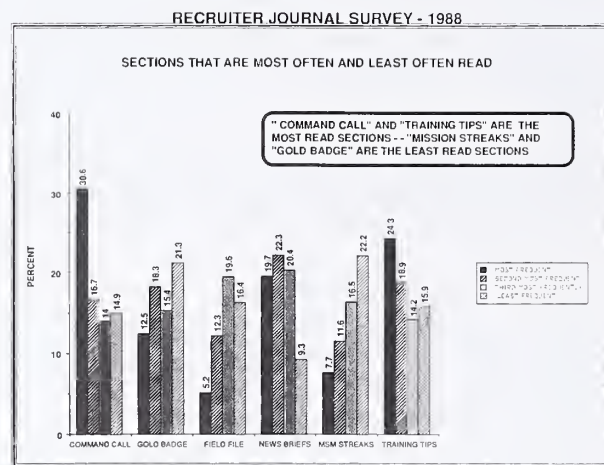
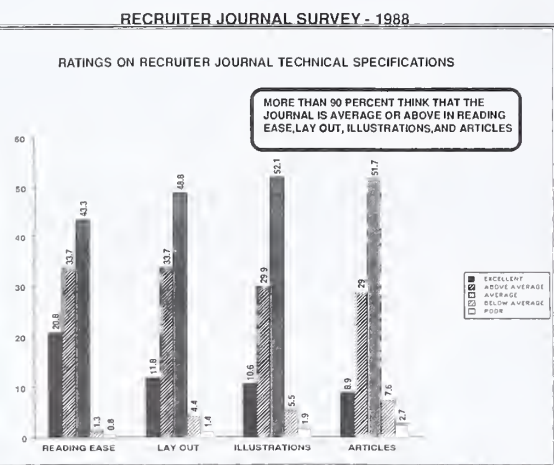
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Courtesy Nashville A&PA

Field File

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A USAREC NCO

Jordan: 'An ideal recruiter'

Back when 1SG Darrel Jordan was just 17, growing up in Laurel, Miss., his daddy and two older brothers cajoled him into joining the Army. "Well, when your daddy 'breaks your plate and burns your bed' it's time to go," Jordan ribbed. "I just followed my two older brothers already in the Army, sort of like always."

Eighteen years later, that same sense of down-home rustic humor, which softens an otherwise junk-yard dog fierceness to make mission, has Hattiesburg Company humming. And it's doing so during what Jordan sees as "times that should be hard, but are actually easy." Hattiesburg Company, six stations that cover 16,400 miles of rural community, has made combined mission box every month now during the fiscal year.

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"we're a team" bubbles up in every conversation—yet, his company commander and his station commanders credit him for "making it happen."

Hattiesburg Station Commander SFC Dennis McCaig, who's known Jordan about four years, said, "The first sergeant is mission-box oriented, no doubt about that. It's do it today, not tomorrow. 'Get out from under that mission, so we can recruit for next month,' he says. He'll keep you on your toes. He makes you want to do the job."

Jordan, according to his company commander, hasn't forgotten either his Mississippi roots or his recruiting roots. "He hasn't left recruiting to be the first sergeant; he's still out there closing tough sales. I do believe I've watched him put people in that even experienced recruiters might have lost. He knows this area, and he's super with COIs."

Impossible to catch in his office, except perhaps the last day of the month, Jordan is out visiting his stations every day. "Station commanders are important cogs in the wheel, but Jordan is pivotal. He brings the station commanders together as a team. He's out there, but he doesn't micro-manage. He's a troubleshooter. I've watched him change a mind, close a sale and get an applicant to raise his right hand. I've watched and I've thought, 'That's an ideal recruiter. That's what a recruiter can hope to be someday if he stays at it long enough and refines his skills,'" said CPT Clarence Dameron.

"He closes a sale very quickly. It's a technique that's hard to describe. He's the best recruiter I've ever seen. That's how you put people in the Army—prospect, persuade and join them," Dameron said.

McCaig describes his first sergeant's technique as "smooth." "He whips out that father image on a prospect and before you know it, that applicant is on the first sergeant's wavelength. It's not overpowering, but he is dynamic."

Ready to roll up his sleeves and dig right into the "mess of prospects," claimed by Hattiesburg Company, Jordan knows his territory and continues to reclaim it each time he returns to his southern homestead. "I've been down here off and on about seven years. I first recruited in my hometown of Laurel and spent a couple of years as a recruiter and company RT with Hattiesburg before coming here this time," Jordan chronicled.

A former mortarman, Jordan volunteered for recruiting in 1979. "I went in front of a selection board while I was

over there in Germany. I never had experience selling but I do like to talk to people. And when they asked to list my three choices for assignment, I put Jack Miss., down all three times. Sure enough, they sent me here."

Jordan admits to "living in the recruiting stations," explains that he's there to help inexperienced recruiters. "I watch; I give some pointers. I visit three stations a week. They're used to me being around and don't mind calling to get advice. We've got to put them in boots," he said.

His advice is simple. According to Jordan, recruiters' worst mistake is not being themselves. "I've seen new recruiters scared of the applicants. The recruiter isn't himself and the whole thing doesn't work. Recruiters have been in the Army a few years, so all they have to do is tell their own story—tell it like it was for them. And they are so worried about what they're going to say that they don't listen to the applicant. They miss it when the applicant shares his dominant buying motive," he said. "Be yourself and you'll make mission."

Though unabashedly a "country boy," Jordan took the dogmatic "make mission" philosophy to Detroit Michigan on his last assignment and found "being yourself" works when being yourself means being peculiar. "It's a whole different world up there. I'm a country boy and it didn't take long to figure out what they wanted. They were ready to give it to them. They make a whole lot more money up North and they're not real impressed with a uniform, so we dug out some other motives and we put 'em in boots," Jordan said.

Now back down South, Jordan isn't all optimistic. He acknowledges possible tougher times ahead for his successful company. "We're losing some of our experience as NCOs who've been here a number of years. We move on to better things. We've got a couple of station commanders and they're going to need some time to learn. I think it takes a year to 15 months to learn a station commander's job after having been a recruiter," the first sergeant said. "But we're all a part of it here—that's why we're successful. Soldiers here call and ask what does the company need to make mission. If a couple of stations make mission, we've done our job. It's the company mission these NCOs work toward."

"Prospecting is the key," according to Jordan. "For recruiters, 'If you throw enough stuff against the wall, something's bound to stick.' Nine out of ten times

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recruiter isn't making mission, he's not prospecting enough. That's telephone and face-to-face."

Jordan manages to care about his soldiers as he cares about their mission. That combination has produced a company that makes mission with its integrity intact.

"I sit my TTE recruiters down and I tell them, 'Don't risk your stripes to make mission, it's not worth it. You've worked hard and long for those stripes and now you're behind-the-ears 17-year-old is worth losing them. We don't have an integrity problem. But we do get a considerable number of juvenile DUIs down here that we're investigating before we enlist them,'" he added.

Jordan, who takes his recruiting career "one day at a time" may call himself a simple "country-boy" turned recruiter," but he is also a USAREC NCO.

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"He closes a sale very quickly. It's a technique that's hard to describe. He's the best recruiter I've ever seen. That's how you put people in the Army—prospect, persuade and join them," Dameron said.

McCaig describes his first sergeant's technique as "smooth." "He whips out that father image on a prospect and before you know it, that applicant is on the first sergeant's wavelength. It's not overpowering, but he is dynamic."

Ready to roll up his sleeves and dig right into the "mess of prospects," claimed by Hattiesburg Company, Jordan knows his territory and continues to reclaim it each time he returns to his southern homestead. "I've been down here off and on about seven years. I first recruited in my hometown of Laurel and spent a couple of years as a recruiter and company RT with Hattiesburg before coming here this time," Jordan chronicled.

A former mortarman, Jordan volunteered for recruiting in 1979. "I went in front of a selection board while I was

over there in Germany. I never had experience selling, but I do like to talk to people. And when they asked me to list my three choices for assignment, I put Jackson, Miss., down all three times. Sure enough, they sent me here."

Jordan admits to "living in the recruiting stations," but explains that he's there to help inexperienced recruiters. "I watch; I give some pointers. I visit three stations every week. They're used to me being around and don't mind calling to get advice. We've got to put them in boots," he said.

His advice is simple. According to Jordan, new recruiters' worst mistake is not being themselves. "I've seen new recruiters scared of the applicants. The recruiter isn't himself and the whole thing doesn't work. Recruiters have been in the Army a few years, so all they have to do is tell their own story—tell it like it was for them. Also, they are so worried about what they're going to say next they don't listen to the applicant. They miss it when the applicant shares his dominant buying motive," he said. "Be yourself and you'll make mission."

Though unabashedly a "country boy," Jordan took his dogmatic "make mission" philosophy to Detroit Metro on his last assignment and found "being yourself" even works when being yourself means being peculiar. "It's a whole different world up there. I'm a country boy, but it didn't take long to figure out what they wanted, and we were ready to give it to them. They make a whole lot more money up North and they're not real impressed with a uniform, so we dug out some other motives and we put 'em in boots," Jordan said.

Now back down South, Jordan isn't all optimist as he acknowledges possible tougher times ahead for the successful company. "We're losing some of our experience as NCOs who've been here a number of years move on to better things. We've got a couple of new station commanders and they're going to need some time to learn. I think it takes a year to 15 months to learn the station commander's job after having been a field recruiter," the first sergeant said. "But we're all a team here—that's why we're successful. Soldiers here call and ask what does the company need to make mission. If only a couple of stations make mission, we've done nothing. It's the company mission these NCOs work toward."

"Prospecting is the key," according to Jordan. "I tell recruiters, 'If you throw enough stuff against the wall, something's bound to stick.' Nine out of ten times, if a

'I do believe I've watched him put people in that even experienced recruiters might have lost'

recruiter isn't making mission, he's not prospecting enough. That's telephone and face-to-face."

Jordan manages to care about his soldiers as he cares about their mission. That combination has produced a company that makes mission with its integrity intact.

"I sit my TTE recruiters down and I tell them, 'If it's risk your stripes to make mission, it's not worth it. You've worked hard and long for those stripes and no wet-behind-the-ears 17-year-old is worth losing them.' We don't have an integrity problem. But we do get a considerable number of juvenile DULs down here that need investigating before we enlist them," he added.

Jordan, who takes his recruiting career "one day at a time" may call himself a simple "country-boy 'grunt' turned recruiter," but he is also a USAREC NCO. ■

Barbara Sorensen, Editor

This is the first in a series of essays, by Arnold G. Fisch Jr., USA Center of Military History, on the evolution and development of the NCO Corps since 1775. The U.S. Army NCO Corps can trace its beginnings back to the very origins of the nation and the Army formed to protect the new republic. Today's NCO is a professional, volunteer soldier with clearly recognized duties and responsibilities. This was not always the case. Beginning with the American Revolution, the NCO Corps gradually emerged as a separate group within the ranks. During successive wars, advances in technology and changes in tactics expanded NCO tasks and responsibilities.

NCO History

Compared to European nations of two hundred years ago, colonial American society was relatively simple and fluid. Class lines were neither as numerous nor as rigidly drawn. The creation of the American Army reflected these social realities.

Old World military tactics and the social gap between officers and NCOs combined to place very strict limitations on the non-commissioned officer. There was no real independence of action on the battlefield; NCOs merely browbeat the soldiers to stand fast in line despite horrific casualties.

In America, colonists brought with them a militia tradition—every free, able-bodied adult male was expected to own arms and to belong to the local militia.

NCOs were pivotal in the militia structure as whole towns formed a single company. Local militia divided into squads, each with its own NCO. Jamestown had organized as squads as early as 1609. Small units worked best against Indian hit-and-run tactics and in the heavily wooded country around the settlements, where larger units would have no chance of chasing and catching raiders.

Unlike European NCOs, colonial NCOs had far more opportunity in these circumstances to exercise initiative. Militia units, led by NCOs, would band together for a specific campaign, but there was not a permanent standing army.

The four New England colonies, in 1775, raised separate armies in the immediate aftermath of the skirmishing at Lexington and Concord. The Continental Congress then assumed responsibility for the War of Independence by adopting these troops, and the Continental Army expanded into a force of 110 regiments over the next two years.

American experiences in the French and Indian War helped refine the colonial units' table of organization which had earlier reflected the settlers' European roots. By 1775 a typical regiment had a regimental staff and eight companies. A typical infantry company consisted of ninety members. Companies were divided into four squads—a sergeant, a corporal and 19 privates.

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Under Steuben's system, NCOs were trained in leadership skills. Staff NCOs supported staff officers, and line NCOs backed up—and could take over for—line officers in combat. NCOs became essential figures in the linear tactics that survived the Civil War.

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The president stated, "These heroes paid the ultimate price to ensure that their fellow Americans could continue to live in 'freedom's holy light.' We owe them our eternal gratitude.

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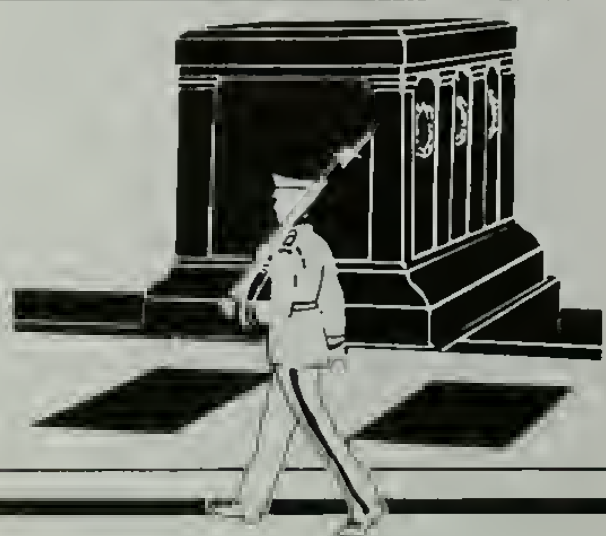
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2A
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Toll Free: 800-241-9684 ext. 3301/3297

4A
Staff Chaplain, Fourth USA, Fort Sheridan, Ill.
Autovon: 459-5443/5452/5453
Commercial: (312) 926-5443/5352
Toll Free: 800-458-9485

5A
Staff Chaplain, Fifth USA, Fort Sam Houston, Texas
Autovon: 471-3211/5226/4155
Commercial: (512) 221-3211/5226/4155
Toll Free: (In Texas) 800-292-5867 ext. 4155
(Out of Texas) 800-531-1114 ext. 4155

6A
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